MANITOBA

ANNUAL REPORT

1982

Civil Service Commission

MANITOBA

MINISTER OF LABOUR AND MANPOWER

WINNIPEG
R3C 0V8

Her Honour

The Honourable Pearl McGonigal

Lieutenant-Governor of Manitoba

May It Please Your Honour:

I present herewith the Sixty-fifth Annual Report of the Manitoba Civil Service Commission for the year ended December 31, 1982.

Respectfully submitted

Mary Beth Dolin

Minister Responsible for

The Civil Service Act

MANITOBA
CIVIL SERVICE COMMISSION
935 — 155 Carlton Street
Winnipeg, Manitoba
R3C 3H8

The Honourable Mary Beth Dolin,

Minister Responsible for

The Civil Service Act,

343 Legislative Building,

Winnipeg, Manitoba.

Madam Minister:

In conformity with the provisions of The Civil Service Act, I am pleased to forward to you, the Minister Responsible for administration of The Civil Service Act, the 65th Annual Report of the Manitoba Civil Service Commission.

This Report covers the year ended December 31, 1982 and includes a review of the Commission's activities for that period.

E. A. Poyser,

Chairperson.

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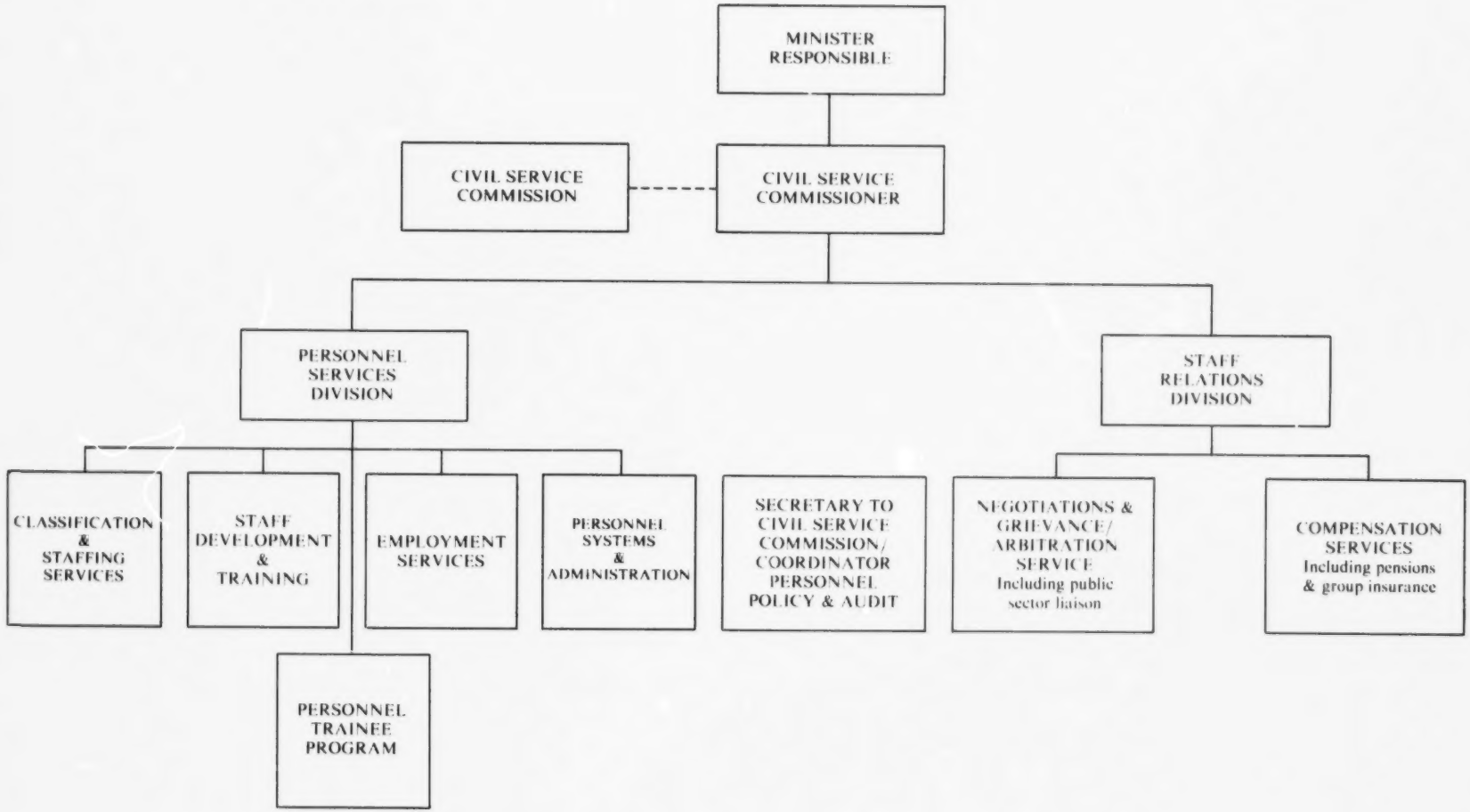
Civil Service Commission


MINISTER RESPONSIBLE
CIVIL SERVICE COMMISSION
CIVIL SERVICE COMMISSIONER
PERSONNEL SERVICES DIVISION
STAFF RELATIONS DIVISION
CLASSIFICATION & STAFFING SERVICES
STAFF DEVELOPMENT & TRAINING
EMPLOYMENT SERVICES
PERSONNEL SYSTEMS & ADMINISTRATION
SECRETARY TO CIVIL SERVICE COMMISSION/ COORDINATOR PERSONNEL POLICY & AUDIT
NEGOTIATIONS & GRIEVANCE/ ARBITRATION SERVICE Including public sector liaison
COMPENSATION SERVICES Including pensions & group insurance
PERSONNEL TRAINEE PROGRAM

Civil Service Commission Functional Organization

Civil Service Commission

Administers The Civil Service Act, acts as an appeal body under the provisions of The Civil Service Act, and reports to the Legislature through the Minister Reponsible on the status of personnel management in government.

Civil Service Commissioner

As Deputy Head, manages the effective development and delivery of a comprehensive personnel management service consistent with the terms of The Civil Service Act, initiates the development and formulation of government personnel policy and advises and informs the Minister Responsible on all aspects of personnel administration.

Personnel Policy and Audit

Ensures the identification, development and communication of consistent and equitable personnel management policies and procedures, monitors and reviews personnel management programs and practices within the government, facilitates the development and achievement of Civil Service Commission Program Objectives and provides administrative support and consultation to the Civil Service Commission.

Personnel Services Division

Responsible for the development and delivery of Personnel Management programs and services to departments through specialist branches.

Classification and Staffing

Ensures the development and maintenance of the staffing and classification programs of the Commission including organizational analysis, staff complement analysis, and human resources allocation and utilization.

Employment Services

Develops and implements programs and services related to providing assistance to individuals in attaining employment, maintaining productive work performance, and career progression.

Staff Development and Training

Responsible for increasing individual and organizational effectiveness through the provision of the necessary policies, programs and resources required to meet identified training and development needs within the Manitoba Civil Service.

Personnel Systems & Administration

Ensures the appropriate development, utilization and confidentiality of personnel management information within the civil service through the development and administration of the necessary policies, procedures, systems and capabilities. Provides financial, administrative and communications services to the Civil Service Commission.

Personnel Trainee Program

Consists of a formal program of rotational job assignments and specialized training designed to provide trainees with a comprehensive background and exposure to all aspects of professional personnel management within the public sector.

Staff Relations Division

Represents the government in union-management relations within the public service and provides specialist and consultative services to the Civil Service Commission and departments of government.

Negotiations and Grievance Arbitration Services

Acts as agent for the government in collective bargaining and grievance arbitration processes. Implements and administers collective agreements.

Compensation Services

Develops, recommends and interprets government compensation policies and provides compensation and benefits research and liaison with other public and private sectors.

Pensions and Group Insurance

Serves as the government's consultative body on matters concerning pension plans, group insurance and selected employee benefits.

Public Sector Liaison

Provides liaison and consultative services within the Manitoba public sector.

Annual Report
Civil Service Commission
Introduction

This annual report covers the activities of the Civil Service Commission for the calendar year 1982, and is submitted in accordance with subsections (1) and (2) of Section 60 of The Civil Service Act.

The year 1982 constituted the third full year of the operation of the Civil Service Commission with responsibility for all personnel management matters under the provisions of The Civil Service Act. The Commission has continued its role of ensuring the effective development and delivery of a comprehensive personnel management service which is consistent with the terms of The Civil Service Act, reflective of general government policy, and supportive to the achievement of specific departmental and organizational goals.

During 1982, the organization of the Civil Service Commission was restructured with the integration of the functions of the former office of Equal Employment Opportunity and the Employee Health and Counselling Services into the Employment Services Branch. This re-organization reflects the continuing development and refinement of Commission programs designed to facilitate and promote employment opportunities, career advancement and productive work performance.

Detailed accounts of the functions and programs of each area of the Commission are provided in the body of this report. The following are brief summaries of some of the major program highlights during 1982:

Affirmative Action Policy

During 1982 Civil Service Commission staff participated on an Affirmative Action Committee responsible for the development and recommendation to Cabinet of an Affirmative Action Policy for government as an employer. In December 1982, Cabinet approved the policy along with an implementation strategy which designates the Minister Responsible for The Civil Service Act as the lead Minister responsible for the implementation of an Affirmative Action program throughout the government service. The plan provides for the co-ordination and development of Affirmative Action plans by departments of government during 1983 according to established guidelines in order to address specific target populations under-represented in the civil service, including women, native people and the physically disabled.

As outlined in this report specific programs and activities have been initiated in anticipation of the Affirmative Action Policy of government.

1982 Negotiations

Negotiations were undertaken with all major bargaining groups during 1982. A two-year settlement was achieved with the Manitoba Government Employees' Association effective March 20, 1982 through March 30, 1984 which covers the majority of civil service employees. The settlement provided on average for an increase of 13% in the first year of the agreement. The second year will be determined on the basis of the average annual change in the Winnipeg consumer price index for 1982 plus 1½%.

Retirement Issues

As the result of a court case which overturned provisions for mandatory retirement from the civil service, retirement policies and procedures have been reviewed and amended by the Commission. Employees are no longer required to retire at age 65 and may, at their option, elect to continue employment and defer retirement to a later date. As a result, policies regarding the employment of persons age 65 or older have been amended or withdrawn. Employees who elect not to retire at age 65 may continue in employment with their existing status and benefits and continue payments to the superannuation and group life plans if they are members of those plans. Age is no longer used as a factor to screen out applicants and all persons, regardless of age, are entitled to apply to be considered for employment opportunities with the Province of Manitoba.

Employee Newspaper – "Inside Outlook"

In response to a growing demand for more effective employee communications, the Civil Service Commission introduced a quarterly newspaper during 1982 to be distributed to all Manitoba civil service employees. The objective of the newspaper is to increase employee knowledge and awareness of the services and programs available through the Civil Service Commission, and in addition, to provide ongoing information and explanation regarding various personnel policies, practices and programs which directly affect employees in their daily work.

Senior Executive Recruitment

A system for staffing priority senior executive positions has been introduced by the Commission and confirmed by government during 1982. Based on the general principle of merit, senior management positions have been bulletined internally and advertised externally in search of the best qualified managers to fill priority vacancies. Screening committees consisting of the Civil Service Commissioner, the Clerk of the Executive Council,

and the Deputy Minister of the department concerned (or their designates) have been utilized to screen, interview, and select applicants for priority senior competitions. In addition to regular civil service appointments to the assistant deputy minister and senior director levels, this process has been utilized to assist the Premier and ministers responsible select candidates for deputy minister vacancies.

During 1982, 40 senior competitions, including 11 assistant deputy ministers and three deputy ministers were undertaken.

Temporary Assignment Program

A Temporary Assignment Program is in the process of being established to recruit a small corps of executives and senior management professionals capable of undertaking a variety of priority assignments within the Manitoba civil service. Responding directly to identified departmental and agency requirements, program participants will carry out high priority temporary assignments in the areas of planning, policy development, program evaluation, operations, organizational review, and program administration. Resources for the program are provided through the Treasury Board and are supported by an advisory committee consisting of the Secretary of Treasury Board, the Clerk of the Executive Council, and the Civil Service Commissioner. In addition to providing an avenue to attract competent and experienced individuals from outside government, the program will offer senior government officials the opportunity for exposure to new areas of assignment thus contributing to the goal of strengthening the executive resources available to government.

French Language Training

In accordance with government's policy on French language services, the Civil Service Commission has introduced a pilot project for the provision of French language training to 16 existing civil service employees. The employees were selected from nominations by the departments concerned following formal screening and aptitude tests. Training for the selected individuals is being provided through the Language Training Centre of the Federal Public Service Commission, and the program is being 50% cost-shared by the Secretary of State. The training is being conducted on the pilot project basis and will be closely monitored and evaluated by both Federal and Provincial officials to determine the effectiveness of this method of upgrading the ability to delivery services in both official languages.

Employment and Program Trends

Throughout this report, comparisons of statistics and levels of program delivery have been provided on a yearly basis. Some of the highlights of these trends and statistics indicated are:

- 12,694 civil servant and term employees paid on a regular basis in December 1982 as compared to 12,376 in December 1977;
- 29,383 applications for 908 competitions in 1982 as compared to 18,283 applications for 942 competitions during 1977;
- a 91% increase in the numbers of referrals to the Employee Assistance Program from 1978 to 1982;
- 4,690 participants in Development and Training programs during 1982 compared to an average of 3,631 for the years 1978-1981.

Annual Report 1982

Manitoba Civil Service Commission

E.A. (Ted) Poyser	Chairperson
Paul I. Hart	Civil Service Commissioner
Hazel Allan	Member
Shirley Bradshaw	Member
James W. Hartry	Member
William Michaluk	Member

During 1982, Mr. E.A. (Ted) Poyser was appointed as member and Chairperson of the Civil Service Commission. The members of the Commission Board remained the same during the year. Mrs. Hazel Allan, who served as a citizen member of the Board since 1974, resigned from the Board in December 1982 upon accepting an appointment to another provincial government board. The Commission members expressed their appreciation to Mrs. Allan for her dedicated service as a board member.

Administration of the Civil Service Act

The Civil Service Commission established under Section 4(1) of The Civil Service Act is responsible for applying and carrying out the provisions of The Civil Service Act and functions as an appeal body pursuant to the provisions of The Act. The Commission is also responsible for advising the Minister Responsible for The Civil Service Act on problems concerning personnel administration.

The Commission carries out its functions and responsibilities through the staff organization outlined in this report.

The Civil Service Commission Board, consisting of citizen and government members, acts as an appeal body with respect to all appealable matters emanating from employees not covered by the provisions of a collective agreement, all appeals with respect to position reclassification, and appeals with respect to selection for both bargaining unit and excluded positions. The Board, in addition, conducts classification review hearings of management originated reclassification requests and hearings with respect to disputes concerning matters related to administration of the classification plan.

The Board, during the year 1982, undertook a review of its procedures and practices with respect to the conduct of appeal hearings, including rules of evidence, procedure, and decisions given on appeal. The Board also took under advisement the matter of providing written reasons for matters determined on appeal beyond the level of reasons currently provided.

The Board reviewed the current practices of Commission staff with respect to investigations conducted at the request of a department and confirmed the practices currently utilized by staff in this regard. In addition, on a motion of the Board, an investigation of a specific senior management competition was completed by the Board, with a report being provided to the Minister Responsible for The Civil Service Act.

As indicated in the introduction to this report, the Commission Board reviewed the existing practices with respect to selection and appointment to senior management positions and established revised procedures for the review of senior officer appointments on an ongoing basis.

The Board, during the year, noted and commented favourably on the completeness and clarity of arguments presented by both parties to matters presented on appeal to the Commission. As indicated in the statistics following, the Board also increased the number of requests for information or reviews as the result of matters submitted to the Board.

Minutes of meetings of the Civil Service Commission indicate that the Commission has applied and carried out the provisions of The Civil Service Act with respect to staffing, classification, pay and benefits administration, development and training, staff relations, special programs, personnel audit, employee appeals and general problems concerning personnel administration.

(TABLE A)

Civil Service Commission 1982

Civil Service Commission Meetings	23
Appeals Received	44
Appeals Not Accepted	—
Appeals Withdrawn	9
Appeals Pending	—
Appeals Heard	35
Appeals Granted	7
Appeals Denied	28

Types of Appeals

	Initiated	Not Accepted	Withdrawn	Pending	Granted	Denied
Classification	38	—	8	—	7	23
Selection	4	—	1	—	—	3
Classification Dispute	1	—	—	—	—	1
Other	1	—				1
	44	—	9	—	7	28

Classification Review Hearings

Initiated	8
Granted	4
Declined	3
Withdrawn	1
Classification Reports Requested	5
Policy Review Hearings	1

Personnel Policy Administration

Educational Leave	12
Special Merit Increment	16
Additional Remuneration	7
Employment Over Age 65	—
Indefinite Suspension	—
Extension of Sick Leave	2
Compulsory Medical Retirement	—
Salary Adjustment	2
Over Range Pay Determination	28
Establishment of Probationary Period	—
Leave of Absence	1
Class Specifications/Series Reviews	16

Personnel Policy and Program Reviews

Part Time Employee Benefit Guidelines —	approved
Casual Employee Benefit Guidelines —	approved
Over Time Eligibilty — Excluded Classes —	approved
Staffing Policy — Selection Board Composition —	approved
Apprenticeship Leave Provisions —	revised
Dual Employment Policy —	reviewed
Senior Appointments Policy and Procedures —	reviewed
Class Specification Approval Process —	reviewed
Appeal Hearing Procedures and Process —	reviewed
Equal Employment Opportunity Program —	reviewed

Reviews Directed

Information Writer 1 and 2
Data Entry Operators
Accountant Series
Public Health Inspector Series
Environment Officer Series

(TABLE B)

Civil Service Commission — Comparative Analysis

	1979	1980	1981	1982
Civil Service Commission Meetings	17	19	21	23
Appeals Received	10	35	38	44
Appeals Not Accepted	1	2	3	—
Appeals Withdrawn	1	5	5	9
Appeals Pending	—	—	1	—
Appeals Heard	8	28	29	35
Appeals Granted	5	4	10	7
Appeals Denied	3	24	19	28
Classification Review Hearings	—	2	4	8
Classification Reports Requested	—	—	2	5

	1979	1980	1981	1982
Personnel Policy Administration	—	—	—	
Educational Leave	3	9	25	12
Special Merit Increment	10	9	8	16
Additional Remuneration	6	6	4	7
Employment Over Age 65	5	4	2	—
Indefinite Suspension	4	2	6	—
Extension of Sick Leave	1	2	1	2
Compulsory Medical Retirement	—	—	2	—
Salary Adjustment	—	4	1	2
Over-Range Pay Determination	—	16	12	28
Establishment of Probationary Period	—	1	1	—
Leave of Absence	—	6	—	1
Other	—	2	—	—
TOTAL	29	61	62	68

(TABLE C)

Delegation of Recruitment and Selection to Departments

Department	Initial Delegation	Amendment to Delegation	Extension of Delegation
Labour & Manpower	April 1/80		to April 1/83
Municipal Affairs	March 1/80	Modified Aug 1/81	to March 1/83
Agriculture	March 1/80		to March 1/83
Co-operative Development	March 1/80	Withdrawn (1) June 15/82	
Fitness, Recreation & Sport	March 1/80	Withdrawn (1) June 15/82	
Community Services & Corrections	April 1/80	Modified Re-delegated Dec. 1/82	to June 30/83
Northern Affairs	April 1/80	Modified Re-delegated Aug. 1/82	to Dec. 1/84
Education	May 1/80		to May 1/83
Health	May 1/80		to April 1/83
Man. Health Serv. Com.	July 1/80		to July 1/83
Government Services	Oct. 1/81		to Oct. 1/84

New Delegations

Finance	Nov. 1/82

Workshare Agreements

Attorney-General	Workshare Agreement — extended to March 1/83
Co-operative Development	Workshare Agreement — December 15/82
Fitness, Recreation & Sport	Workshare Agreement — December 15/82

(1) Due to personnel staff turnover

Personnél Policy & Audit

The responsibilities of this function are to co-ordinate the development, review, and communication of personnel management policies, procedures, and programs under the provisions of the Civil Service Act and to provide policy recommendations, consultation and advice to the Civil Service Commission Board. In addition, in the capacity of Secretary to the Board, this function provides for the administration of all matters referred to or directed by the Board and for the receipt, documentation and Board review of all matters submitted to the Board as appeals. A third responsibility is for the review and evaluation of personnel management programs in government on a joint consultative basis with individual departments of Government.

These functions support the Civil Service Commission in carrying out its statutory responsibilities for administration of the Civil Service Act and for providing advice and recommendations with respect to personnel administration to the Minister Responsible for the Civil Service Act.

During 1982 emphasis was placed on reviewing and redefining the functions of the Civil Service Commission Board with respect to matters submitted as appeals, including procedures for appeal hearings and classification reviews. These actions were undertaken, in part, due to the decision to have selection disputes referred to the Commission Board rather than to a board of arbitration and the increasing number of requests for the Board to hear classification disputes and conduct classification reviews. As outlined on Table B on page 10, the Commission, since the integration of all personnel management functions in 1979, has experienced a 35% increase in the number of meetings held, a significant increase in the number of appeal hearings and a 130% increase in the number of policy recommendations submitted to the Board.

In addition to personnel policy administration, the development, redefinition and implementation of personnel management programs, policies, and procedures continued during 1982. Specific personnel policies and procedures were approved and distributed to all departments and agencies of Government through the Personnel Manual while staff of the Commission submitted recommendations to the Board on employee benefits, selection procedures, policies for excluded employees and policies applicable to all employees under the provisions of the Civil Service Regulations.

During 1982 policy reviews and program recommendations were undertaken by various branches of the Commission including a review of conflict of interest guidelines for Civil Service Employees, policies with respect to dual employment and use of outside employment agencies, refinements to the standards and criteria for delegation of recruitment and staffing authority, and revisions to entry level staffing procedures to facilitate special employment programs. In addition, a major review of the effects of court decisions on mandatory retirement resulted in a complete revision of all policies and procedures with respect to age considerations in employment and review of the implications and options available to employees and management resulting from the elimination of mandatory retirement.

The Personnel Management Review Program continued during 1982 with the formal review and evaluation of a second personnel management program within a department of government. This review was complemented by the inclusion of an interview process utilized to obtain the comments and recommendations of the departmental management group on an individual basis with respect to the goals and priorities for the personnel program.

During 1983 efforts will be concentrated on the development of norms and standards for personnel management programs within the government service and on the analysis of the application and interpretation of specific personnel policies across departments of government.

Personnel Services Division

This division is responsible for the development and delivery of personnel management programs and services to departments of government through specialist branches.

Classification and Staffing Branch

This branch is responsible for ensuring the development and maintenance of the staffing and classification programs of the Civil Service Commission including organizational and staff complement analysis and the allocation and utilization of human resources. Branch programs are developed on the basis of providing a developmental and consultative service to departmental management and the personnel community. Specific emphasis is placed on the provision of programs and services to managers to enable them to carry out their personnel management responsibilities.

The staffing delegation program was expanded during 1982 with the addition of the Department of Finance. In addition, two departments have entered into formal work-share arrangements with the Commission in order to develop the expertise and resources to undertake full delegation of recruitment and staffing authority. The audit of competitions continued during 1982 with a total of 407, competition files being audited in both delegated and non-delegated departments. The audits indicated that recruitment and staffing within the civil service was being carried out within the intent of The Civil Service Act, Regulations and personnel policy. As outlined in this report, only two competitions out of a total of 908 were the subject of selection appeals during 1982 with one appeal being withdrawn and the second, with three appellants, being declined. Analysis of audit information indicated that staffing actions were being carried out in a timely fashion with an average of 42 working days between the beginning of the advertising process to a formal job offer being made.

As outlined in Chart 3 on Page 23 applications for employment to the civil service have increased significantly with a total of 29,393 applications for 908 competitions during 1982.

In addition to ensuring compliance through the staffing audit process, staff have utilized this process to provide for detailed and constructive exchange of information between the Commission and the audited department. This included staffing procedures within the department and the development or refinement of pertinent policies and procedures. This process also facilitated the identification of management training needs related to recruitment and selection procedures and other personnel policies. These identified needs are being addressed through a three day seminar on recruitment and selection procedures presented jointly by departmental and Commission personnel staff. The involvement of personnel services officers from the Commission in conducting staffing audits has increased the sharing of information between departments and Commission staff and has provided for a greater understanding by both parties of departmental and central agency perspectives and issues with respect to recruitment and staffing.

As outlined in the introduction to this report, branch staff have been involved in an increasing number of senior management competitions throughout the government service as a result of the policy of the government and the Commission to identify and attract the best qualified managers to priority senior vacancies.

A major activity of the branch during 1982 was the continuing development of the job classification system to provide more effective tools to management in job evaluation, manpower planning, career counselling, performance evaluation and organizational design. Following the grouping of jobs into occupational families during 1982, efforts have been concentrated on the development of a new position description format and classification analysis form based, in part, on responses from departmental management with respect to their requirements for these tools in the management process.

In addition, the existing practices with respect to priorizing and conducting series reviews were redefined to clearly identify classification problems which resulted from existing standards and to determine the most appropriate method to resolve the issues identified. This process was supported by the development of written procedures and criteria for the classification process to assist managers, departmental and central agency personnel staff in working with the classification plan.

Two matters were designated for review during 1982; the use of testing in all aspects of the recruitment and selection process and the use of security and reference checks to support the selection process. These reviews are scheduled for completion during 1983.

Employment Services Branch

The Employment Services Branch has a major objective of providing assistance to members of the public and civil servants related to attaining employment, maintaining productive work performance within the employment environment and progression through a reasonable career path consistent with government practice.

The Employment Services Branch resulted from the amalgamation of three autonomous programs previously located in separate branches and is staffed by a team of professional officers with diversified backgrounds in social services and human relations.

In January, 1982, the Office of Equal Employment Opportunity, combined with the Employee Assistance Program (previously known as the Employee Health and Counselling Program) and the Career Development Program (previously housed within the Classification and Staffing Branch). These programs were integrated to provide comprehensive services to employees related to health, career and personal concerns. Professional services are provided to the public concerning employment and career progression in the civil service.

Employee Assistance Program

The objective of the Employee Assistance Program is to identify, assess and recommend appropriate resolutions for health related employee performance problems. The philosophy upon which the Employee Assistance Program is based accepts the belief that health and contentment of civil servants are vital factors which influence productivity, attendance, staff morale and labour relations.

The effectiveness of the program is dependent on the utilization of employee assistance services by departmental management, who are charged with the responsibility of monitoring work performance. Educational seminars and consultation are provided to all departments throughout the province to develop skills in problem identification, documentation, interviewing and referral procedures consistent with The Civil Service Act, and the Government Employees' Master Agreement. In 1982, 7 formal seminars were delivered by request, while consultation sessions (informal meetings with union-management representatives to develop appropriate intervention and rehabilitation plans) to resolve employee performance problems increased significantly.

The Employee Assistance Program was charged with the responsibility of implementing a program to conduct vision examinations on all employees required to work on video display terminals for seventy-five percent or more of the normal work week. In concert with the Manitoba Medical Association and the Optometric Society of Manitoba, an examination protocol was developed and employees are being examined on an annual basis. Once sufficient data is collected, a review of the examination results will be conducted by appropriate medical researchers mutually agreed to by the joint union-management VDT Committee.

The Employee Assistance Program also provides counselling to pregnant VDT operators and to date, there has been satisfactory re-assignment of pregnant employees to other duties or modification of original jobs to significantly decrease exposure to video display terminals.

Reducing the level of health related work dysfunction is dependent upon a co-operative approach which involves both management and union in the process of resolving health related performance problems. For example, Employee Assistance Program staff participated in M.G.E.A. union steward training programs during 1982 to promote further understanding of the program objectives and to assist the stewards in identifying their role in facilitating resolution of employee health problems. Union involvement is encouraged on an individual case basis and occurs in the majority of situations.

Over the past year, the Employee Assistance Program has been involved in several preventative health programs in co-operation with the Manitoba Heart Foundation, the Manitoba Lung Association and the Manitoba Cancer Association. "Time to Quit", a self administered smoking cessation program was advertised through *Inside-Outlook*, the Civil Service Commission newspaper and approximately 1,200 kits were distributed to employees and their families. Follow-up to this self-administered stop smoking program is offered through "Operation Kick It", a group approach to smoking cessation which was held in 3 separate government locations with a total of 62 registrants.

In 1982, two formal positive attendance programs were implemented. A three stage review, assessment, and referral process was developed and put into practice by the Departments of Community Services and Corrections and Health. Both programs had significant success in reducing employee absenteeism through early referral and resolution of employee health problems. Further initiatives related to reducing absenteeism are in the developmental stages in other departments.

Career Development Program

This program provides services promoting a positive public image of the Manitoba Government as an employer and facilitates career planning and development for existing civil servants and departmental management.

In 1982, a professional career display unit was obtained to assist in providing information at group presentations for interested members of the public and in particular, for students in high schools, colleges and universities related to civil service career opportunities. Brochures were developed to complement the display and provide prospective employees with information to assist them with career selection and planning.

Speaking engagements related to career planning and civil service job opportunities were conducted at high schools. Seminars in conjunction with the Women's Bureau and other provincial programs for women with special employment and social needs were provided in conjunction with the Office of Equal Employment Opportunity. Rural students visited the Employment Services Branch for group

presentations on site and commitments have been made for participation in further career symposiums and job fairs in 1983.

Services provided to the general public seeking civil service employment included information interviews related to selection and recruitment procedures; identification of suitable occupational areas within government; development of a resume; analysis of skills; and employment readiness.

Civil servants were seen on an individual basis for career counselling through self or departmental referral. As a result of the increasing demand for counselling, a career planning program has been developed and pilot delivery of the first of six modules is targeted for early 1983. The one day sessions delivered in a seminar format will cover topics relevant to career development such as: self assessment; familiarity with government structure and career opportunities; exploration of alternative occupations such as those viewed as non-traditional for women; goal setting; marketing oneself; interplay of family and career; and overall development and management of a career plan. Further, employees will have access to individual assistance from a career counsellor and departmental representatives. A self-study program wll be produced to complement the formal seminar format.

Office of Equal Employment Opportunity

The overall objective of the Office of Equal Employment Opportunity is to facilitate the hiring of selected target group members under-represented in the employ of the provincial civil service; and to promote and facilitate career change and upward mobility for target group members employed within the service.

In 1982, there was a marked increase (38%) in target group contact and 469 employment candidates received assistance. The increase can be attributed to the success of a broader outreach recruitment effort and the increased availability of qualified target group members due to the higher unemployment rates.

In concert with the existing training and development seminars being offered to civil servants, special programs were offered to 170 target group members related to employment preparation issues such as resume writing, interviewing skills and employment search strategies. Training workshops were conducted to increase the number of qualified trainers to deliver courses to civil servants in such areas as assertiveness training and stress management. Information workshops and consultation sessions were conducted with departmental management to facilitate entry and promotion of target group members.

In the Department of Government Service, a structured equal employment opportunity program has been established and staffing for a full-time co-ordinator is underway. The Department of Highways and Transportation have developed a native employment program and have hired a full-time staff member to co-ordinate implementation of this program.

Participation in policy development and design of a government position paper on affirmative action was a key objective in 1982. It is anticipated that adoption of the affirmative action policy will have a signficant impact on the role and activities of the Office of Equal Employment Opportunity in 1983.

Preparation for implementation of the affirmative action policy across government continues and includes: revision of the general application form for use as a data collection instrument to assess outreach recruitment and track appointments related to target group members; adjustment of the existing inventory systems to facilitate departmental referral and follow-up; and expansion of data collection related to target group status of existing civil servants.

During 1982, specific outreach recruitment efforts included the design and development of an employment strategy in consultation with the Core Area Agreement Training and Employment Agency, Department of Eduction, to facilitate training and hiring of core area residents into entry level government service occupations.

The Office of Equal Employment Opportunity represents the Civil Service Commission on the committee developing the implementations of the employee workplace daycare and is active in a variety of community agencies dealing with employment issues related to target group members.

Development and Training Branch

The purpose of the Development and Training Branch is to increase individual and organizational effectiveness through the provision of the necessary policies, programs, and resources required to meet identified training and development needs within the Civil Service.

Through staff functioning as training specialists and resource persons, the branch assists departments in improving work performance, efficiency, overall effectiveness and job satisfaction. Individual employees, work teams, and organizations participate in programs designed to improve knowledge, skills and behavioral patterns.

The Development and Training Branch accomplishes its mission by assuming a leadership role in

addressing service wide training needs in management development, occupations that apply across the government, and common needs and by assuming a support role to departmental resources who provide for training needs specific to a department or occupations unique to a department.

During 1982 the branch continued to focus on individual development throughout the year as reflected in course offerings outlined in Appendix 4. In addition, a concerted effort was made to meet increasing demands for consulting services. This was accomplished through reorganizing branch staff responsibilities and repriorizing branch objectives. Areas receiving consulting assistance included the Departments of Agriculture, Consumer and Corporate Affairs, Housing, Government Services, and Community Services. The Communications Review Committee, Northern Association of Community Councils, Manitoba Health Services Commission First Responders Program, also received assistance. In addition a variety of audio visual consultations were provided.

This trend toward increasing involvement in consultations is expected to continue throughout 1983/84.

The program of seconding departmental staff for the purpose of course delivery was extended and expanded with the support of all Deputy Ministers. Individuals have been identified in all areas of the province who, with various degrees of training, will be able to assist the branch in meeting the increasing demand for training. To enhance this program a course leaders handbook and a resource inventory were established, and plans were developed to recognize those who volunteered their efforts.

The demand for courses of independent study which began as an experiment in 1980, increased by 40% over 1981. This increase was largely due to the addition of a new course "Strategies For Effective Listening". The demand for courses in "Supervisory Skills", "Human Relations and Communications" and "The Organizational Role Of The Supervisor" were slightly in excess of the 1981 levels. A number of new programs for self study are being reviewed for possible introduction in 1983.

The annual course calendar was revised to reflect new course offerings and work continued on a permanent catalogue of services and programs available through the branch which will act as a reference resource for managers. As well, the new quarterly publication *Inside Outlook* provided the branch with an ongoing opportunity to bring its schedule of courses to the attention of all civil servants. This approach is part of a comprehensive effort to keep all new and permanent staff fully informed about programs available through the Development and Training Branch. Through improved communications and the success of the secondment program the branch was able to increase its course participation by over 37% in the past year.

Course Design/Development

Over the past year, intensive effort was placed on the design and development of a series of programs aimed at improving work performance within the civil service. Among the courses offered for the first time or revised and offered in the past year were:

Performance Management Series:

The ongoing thrust on the part of Treasury Board to link budget approval to operational planning and resource allocation focused branch work on courses aimed at improving performance, financial control, and accountability. Courses related to establishing roles and missions, setting program objectives, operational planning, analyzing performance problems, setting performance standards, observing and documenting performance, coaching and counselling and conducting performance analysis interviews were piloted and necessary revisions are well underway. The individual courses will be ready for offering in 1983.

Case Writing:

An intensive workshop focused on the development and writing of cases which reflects the reality of administrative actions in the civil service. The workshop has provided a number of cases for immediate use in the classroom which reflect contemporary civil service problems. The participants in the course agreed to assist the branch in meeting its ongoing need for new case material from the departments. Plans were developed and action proposed to immediately realize this potential.

Office Of The Future:

The Development and Training Branch co-operated with the Information Management Branch of the Department of Finance in introducing managers throughout the civil service to the potential effects of office automation and considerations with respect to the quality of the work place.

Effective Executive Speaking:

An advanced Media Relations Training Workshop for selected senior provincial government employees were held to provide skills for more effective meetings with media people. This included simulated television, radio and press interviews in a studio format. As a result of this experience, the branch will continue to assist key executives to strengthen their skills in working with the media and to improve communication with the public.

Consulting Skills Workshop:

As a result of the increasing demand for consulting services mentioned above, the branch determined the requirement to develop a course for training others to meet this need. The course recognized the fact that direct interventions in a department are greatly facilitated by an internal consultant within the

department who can team up with branch staff, particularly on the follow through stage. The branch offered an introductory course and plans an advanced course in 1983.

Learning To Learn:

The course recognizes that identifying and overcoming obstacles to learning enhances opportunities for managing personal growth and for facilitating organizational effectiveness. This program was designed to develop the skill of employees to represent data accurately and take responsibility for goal-directed behavior and outcomes.

Time Management:

The emphasis on accountability and control placed a high priority on the delivery of a course on effective time management. This course was reviewed and enhanced during 1982.

Orientation Methods Workshop:

The response to the orientation program "Finding Your Way" was highly positive and many managers have formally implemented this program in their department. This comprehensive orientation program is designed to assist managers in achieving a satisfactory performance level in the shortest time possible for newly hired, transferred, promoted or re-assigned employees. The branch will continue to offer this program and monitor the results throughout 1983.

Summer Workshops

"New Directions 82" was the theme this year for the annual summer workshop series. A total of 107 offerings of 35 courses were available in Winnipeg, Brandon, The Pas, Dauphin, Thompson and Portage. The courses as outlined in Appendix 4, covered a variety of subjects designed to provide job related skills and personal lifestyle enrichment to participants. These courses were available to all provincial government employees in Manitoba and participation increased by 4.2% over 1981.

Personnel Systems and Administration Branch

The Personnel Systems and Administration Branch is responsible for ensuring the appropriate development, utilization and confidentiality of personnel management information within the civil service. This is accomplished through the development and administration of an effective compliment of policies, procedures, systems and capabilities in co-operation with departmental personnel managers and their staff. To this end the branch manages the Manitoba Employee Information System (M.E.I.S.), a computerized information system, as well as a "hard copy" system of personnel records to support both internal and external requirements. The M.E.I.S. provides an information base of personnel related data and actions for all government departments to meet management information needs, to monitor staffing commitments in relation to approved budgets, and to maintain employee and position records.

In addition to its records management responsibilities, the branch is also responsible for providing a comprehensive and professional level of internal support services (including finance, administration, information systems, and communications/public relations) common to and required by all branches of the Civil Service Commission.

Systems Maintenance and Development

In this last year, the systems group first directed its attention to the review and improvement of its internal processes and standards for systems maintenance and development. In parallel with this effort, a needs review and system reassessment was conducted with M.E.I.S. users to determine systems priorities and to establish a foundation for ongoing communications. Subsequently, the "M.E.I.S. UPDATE" communications vehicle was introduced to keep system users advised of significant changes which are implemented.

With the planned introduction of a new payroll system in the later part of 1983 the systems group is undertaking a review of the data base underlying the M.E.I.S., its input processes and outputs, and the associated user training programs and manuals. The intent of these activities is to improve the ability for direct access of information by departments, the effectiveness of the payroll/personnel systems interface and the use of system capabilities.

The needs review identified the following new requirements which will be examined further in the upcoming year:

- Competition Processing and Information System
- Attendance Reporting/Long Term Disability Monitoring System
- Course Registration System

The systems group has also reviewed the Commission's internal data processing/word processing needs as a step toward the development of a long range information management strategy.

In order to develop the appropriate staff capabilities to respond to the "office of the future", existing computer equipment was upgraded to provide departmental managers and professional staff with exposure to computer capabilities and potentials. Demonstrations and skill development activities have been arranged for staff in information storage and retrieval, statistical analysis and graphic display.

Personnel Records and Benefits Administration

In records processing, effort was directed at involving the Commission's largest clerical group in identifying and resolving problems affecting work productivity and the quality of work life. A review by this staff revealed a need to significantly upgrade facilities, systems and procedures in order to address current problems and to adapt to new demands. As a result, the "hard copy" files have been converted to a new colour coded system and many records management procedures have been adjusted as indicated by the problems uncovered.

This area has continued its support of the Skills Unlimited program by providing a workstation for mentally handicapped persons who are venturing into the employment setting for the first time or for people with mental or emotional problems who are returning to the work environment.

Financial and Administrative Services

A great deal of change has taken place in this area over the past year. The internal reoganization to form the new Employment Services Branch precipitated to need to review and reallocate space and to significantly modify the supporting facilities to accommodate program changes.

Responsibility for administrative and financial services were amalgamated to improve both efficiency and effectiveness. Areas of emphasis have been facilities management, equipment and supplies control, and financial management. Plans for this area include a review of the current commitment accounting methods and procedures in order to provide more timely and consistent information for budget control and cash flow management.

Communications/Public Relations

This new function was developed and implemented within the branch this year. Currently, its primary role has been the development, co-ordination, publication and distribution of the new employee newspaper *Inside Outlook*. The objective of this new communications vehicle is to increase employee knowledge and awareness of the services available through the Civil Service Commission and in addition, to provide ongoing information and explanation of the various personnel policies, practices and systems which directly effect employees in their daily work.

The newspaper was developed in response to a growing demand for more effective employee communications and is based upon the belief that a more informed employee is a more motivated and productive employee. The first two issues (August and December) of the quarterly newspaper were published and distributed to the homes of over 16,000 employees in 1982.

In addition to articles of general interest to all employees, the newspaper contains regular features recognizing long-service employees and those who have recently retired from the government service. As more experience and feedback is received on the newspaper the Commission will be able to focus on issues of special employee interest and hope to provide some means of direct employee participation and communication.

Staff Relations Division

Negotiation Services Branch

The Negotiation Services Branch represents the government in all labour relations activities with its employees. These activities include the negotiation, implementation, administration and interpretation of collective agreements between the government and its various bargaining units. The branch also provides on request consultative labour relations services to a number of crown corporations, boards and agencies.

Negotiations

Civil Service Negotiations

During 1982, the branch negotiated a two-year Government Employees' Master Agreement (GEMA) with the Manitoba Government Employees' Association (MGEA). The Master Agreement covers major fringe benefit and job security provisions applicable to all employees.

This also involved negotiation of nine separate component sub-agreements — the Administration, Clerical, Corrections, Education, Health, Legal, Physical, Social and Trades Components. These component sub-agreements which are organized on an occupationally related basis cover such specific items as pay, hours of work and overtime provisions.

In 1982, a major change to the component bargaining structure took place with the split of the Health and Corrections Component into two separate units — the Health Component and the Corrections Component.

General Pay Increase

The collective agreements concluded run from March 20, 1982 to March 30, 1984 and provide for a pay increase of 10% plus $600 per annum effective March 20, 1982. This represents an increase of approximately 13% to the average salary in the bargaining unit. A Cost of Living Adjustment (COLA) provision was included providing for a pay increase effective March 19, 1983 equal to the average annual percentage change in the 1982 Winnipeg Consumer Price Index (CPI) plus 1.5%.

Benefits

In 1982, a number of major inprovements were made in the Master Agreement. Maternity leave provisions were expanded to provide employees with an option to choose from two plans — one of which provides for partially paid maternity leave.

The terms and conditions of work for part-time workers were substantially improved with improved job security, provision for pro rating of benefits, and recognition of job sharing work arrangements.

A procedure for resolving complaints of sexual harassment was introduced into the agreement.

In addition, the Master Agreement now includes a number of new provisions designed to safe-guard the health and safety of employees. Specific procedures have been established for Worker Health and Safety Committees and a subsidy is now provided for safety boot purchases. Video display terminal (VDT) operators will receive eye examinations and pregnant VDT operators may request a job reassignment during their period of pregnancy.

Professional Agreements

The branch is also responsible for negotiating four collective agreements with bargaining units representing professional employees of the government. A two year agreement, expiring March 30, 1984, was concluded with the Manitoba Association of Crown Attorneys (MACA). Negotiations with the Legal Aid Lawyers' Association (LALA) for a renewal of its collective agreement were continuing at the end of 1982. The Manitoba Medical Association (MMA) representing government-employed physicians and the Organization of Professional Engineers Employed by the Province of Manitoba (OPEEPM) opted for arbitration of their contracts during 1982. Arbitration Boards were established and the division coordinated the development and presentation of the government's position before these boards. No final disposition of these agreements had taken place by the end of 1982.

Crown Corporations, Boards and Agencies

The branch negotiated collective agreements on behalf of the following Crown Corporations and Agencies: Manitoba Agricultural Credit Corporation, Manitoba Crop Insurance Corporation, Manitoba Centennial Centre Corporation (two bargaining units), Vegetable Producers' Marketing Board. Agreements on behalf of the following five Regional Housing Authorities were also concluded — Winnipeg Region, City of Winnipeg, Brandon, The Pas and Leaf Rapids.

In addition, the branch negotiated a first collective agreement on behalf of two newly certified groups of employees at Neecheewam and Pathways Group Homes. At the end of 1982 negotiations for a first collective agreement at the West Bran Work Activities Project commenced.

Contract Administration

The branch continued its function of the administration of the collective agreements which it negotiates. This involves implementing the agreements and providing contract interpretations and administrative directives to departments and crown corporations, boards and agencies. The branch also provides consultative services to management regarding proposed management actions which impact individual employees or the bargaining unit and recommends the most effective manner in which such action should proceed.

The Branch conducts a variety of educational programs for management. The objective of these programs is to familiarize managers with their rights and obligations under the collective agreement to enable them to deliver government programs in the most efficient and effective manner.

In addition, the Branch maintained its responsibility for the administration of the grievance-arbitration process. This involves determining the final disposition of each grievance not resolved during the grievance procedure and representing the government on any grievance adjucated by an arbitration board.

The Branch also participated in a wide variety of labour-management consultative processes with various bargaining units. This included working with labour-management committees respecting Workplace Health and Safety, Categories of Employment, Technological Change, Video Display Terminal Review, and Redeployment.

Compensation Services Branch

Pension Improvements

Since the Province is but one employer in the multi-employer superannuation plan, this branch chairs a Task Force on Superannuation and Group Insurance (representing the employers) which meet regularly with the Employee Liaison Committee, a group representing the participants of the plan. The two groups finalized discussions on the distribution of a $7 million surplus identified by the government actuary in the last tri-annual report. Legislation was passed to allow about half of this surplus to be used to supplement the annual cost-of-living adjustment for current pensioners. It is anticipated that further amendments will be introduced in 1983 to revise the method of calculating public servants' pensions.

The task force will continue meetings with representatives of the Manitoba Teachers' Society to review possible amendments to the Teachers' Retirement Allowances Fund.

Group Insurance

The task force is currently in the process of discussing changes to the multi-employer group insurance plan. It is anticipated that amendments to the group insurance plan will be introduced during 1983.

Income Protection

During 1982 a feasibility study of income protection for civil servants commenced. Ongoing discussion with the employee groups can be expected to continue in 1983.

Compensation Support

Staff carry out research and analysis duties to support the collective bargaining process. Through its membership on several inter-provincial committees (such as the Western Provinces Compensation Research Forum and the Inter-provincial Public Sector Data Exchange) and local groups (such as the Winnipeg Compensation Data Exchange and the Public Sector Employee Relations Liaison Group) various salary, benefit and collective agreement information is exchanged.

Appendix I

Competitions By Department 1982

Agriculture	27
Attorney-General	64
Civil Service Commission	4
Community Services & Corrections	134
Consumer & Corporate Affairs	43
Co-operative Development	3
Cultural Affairs & Historical Resources	15
Education	75
Economic Development & Tourism	12
Energy & Mines	18
Executive Council	5
Finance	56
Fitness, Recreation & Sport	2
Government Services	109
Health	110
Highways & Transportation	44
Labour & Manpower	48
Legislation	6
Manitoba Housing & Renewal Corporation	16
Municipal Affairs	25
Natural Resources	45
Northern Affairs, Environment & Workplace Safety & Health	38
Urban Affairs	9
TOTAL	908

Comparative Total Competitions

1977	1978	1979	1980	1981	1982
942	559	1,054	1,117	947	908

Competitions

Total Number of Applicants

Male	Female	In-Service	Out-Service
15,422	13,971	4,939	24,454

Total Number of Applicants Interviewed

Male	Female	In-Service	Out-Service
2,427	2,438	1,853	3,012

Total Number of Successful Applicants

Male	Female	In-Service	Out-Service
485	490	418	557

CHART 1

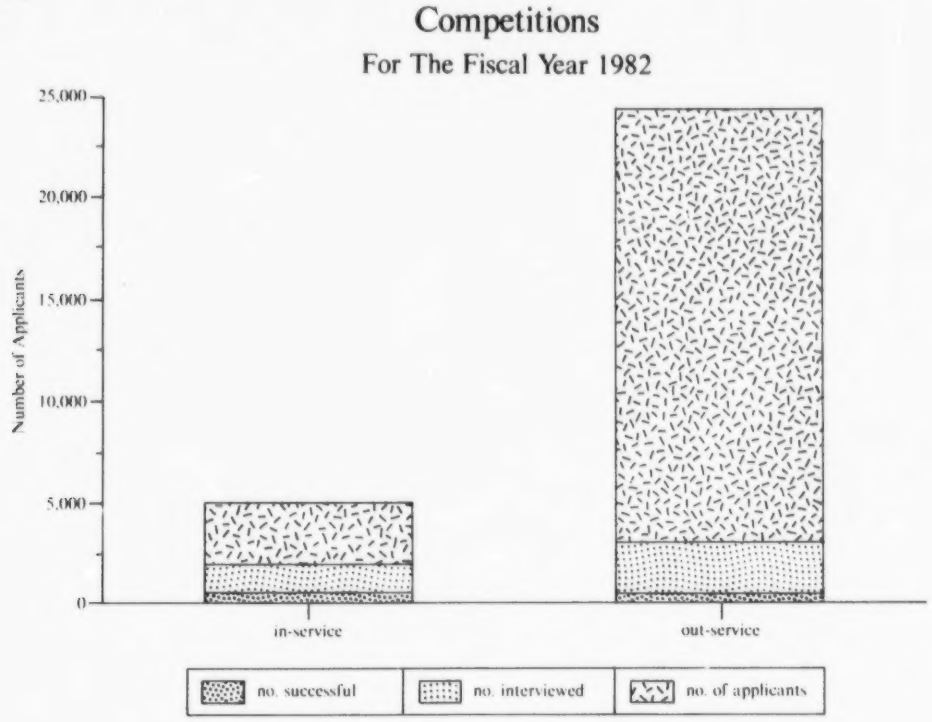


CHART 1(a)

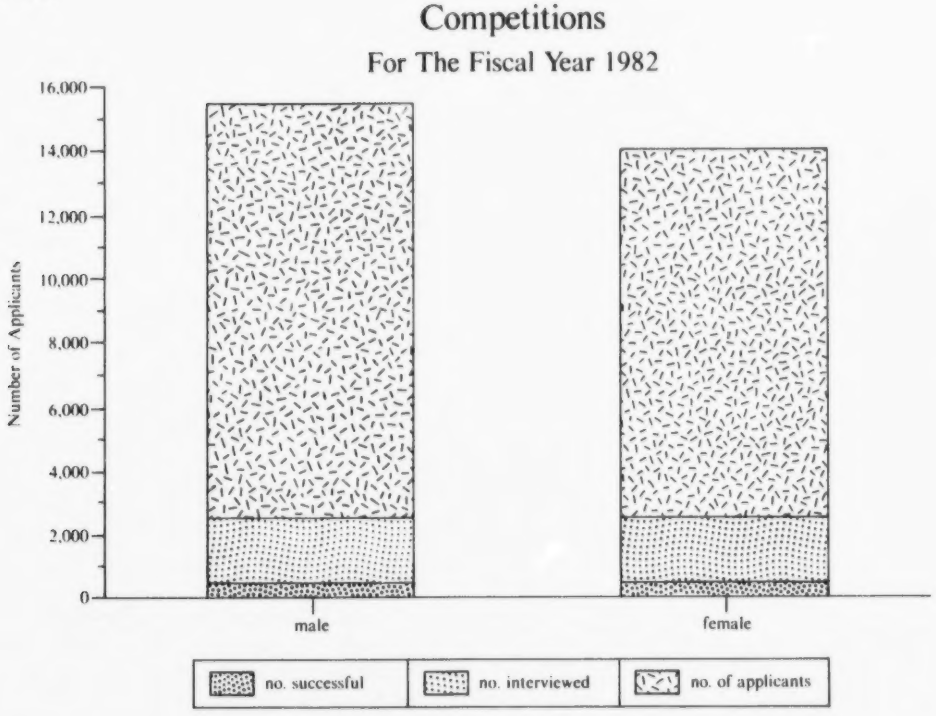


CHART 2

Total Yearly Competitions

Comparative Totals

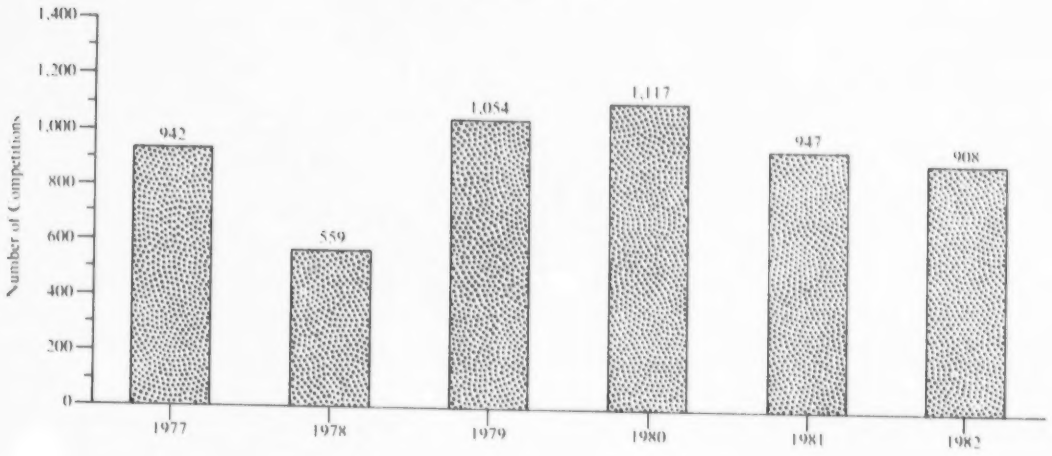
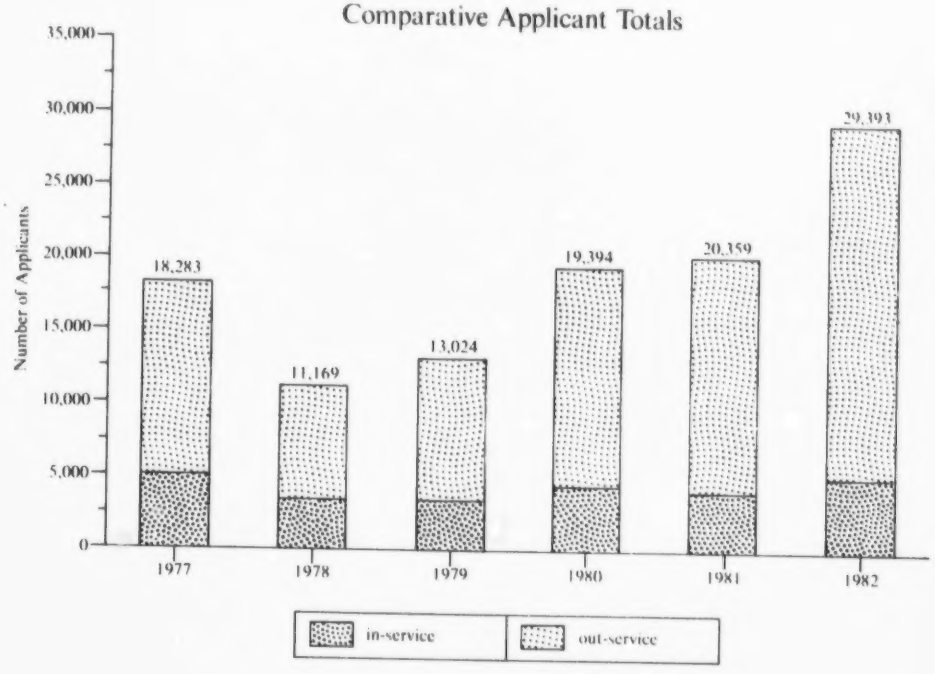


CHART 3

Competitions

Comparative Applicant Totals



Appendix 2

TABLE 1

Employment Statistics

Total Number of Civil Service Employees At Year End — 1982

NOTE: Totals for 1982 were compiled from the biweekly pay period ended December 24, 1982.

Department	Dec. 1979	Dec. 1980	Dec. 1981	Dec. 1982	Civil Servants in Established Jobs Dec. 1982
Agriculture	535	559	558	543	528
Attorney-General	771	806	826	845	813
Civil Service Commission	60	64	62	69	67
Community Services & Corrections					
(non-institutional)	1940	1208	1282	789	754
Retardation Services	403	355	352	318	312
Correctional Institutions	477	433	421	439	425
Consumer & Corporate Affairs	205	391	327	152	140
Co-operative Development	21	28	35	30	30
Crown Investments	—	—	—	3	3
Cultural Affairs & Historical					
Resources	125	110	135	159	132
Education					
(non-institutional)	464	479	503	557	514
Community Colleges	972	980	1018	996	865
Economic Development & Tourism	157	215	209	205	156
Energy & Mines	—	147	162	168	158
Executive Council	26	25	29	61	57
Finance	297	298	307	341	326
Fitness, Recreation & Sport	75	62	60	66	64
Government Services	988	1019	1120	1183	1113
Health					
(non-institutional)	—	839	918	1442	1352
Mental Health Care	900	881	837	814	777
Highways & Transportation	1021	1056	1105	1133	1106
Housing	—	—	—	4	4
Labour & Manpower	323	360	381	365	299
Legislation	68	72	76	80	76
Manitoba Housing & Renewal					
Corporation	88	84	109	152	129
Mines, Natural Resources &					
Environment	1268	—	—	—	—
Municipal Affairs	272	279	272	288	286
Natural Resources	—	1008	1067	1099	1046
Northern Affairs, Environment &					
Workplace Safety & Health	99	106	104	377	356
Urban Affairs	—	2	3	16	8
	*11555	*11866	*12278	*12694	*11896

**This figure includes all Civil Servants and Term employees paid on a regular basis. Does not include departmental (Time Certificate or Casual), Contract, Shift, Sessional, Hourly, or if, as & when employees. The comparative figures for these types of employees will be found in Table 2.*

TABLE 2

Comparative Employment Statistics

All Departments	Dec 1979	Dec 1980	Dec 1981	Dec 1982
Contract Employment	144	140	111	96
Other Employees*	3653	3756	3881	3983

**Comparative employment for Other employees paid on a shift or time worked basis. This includes departmental, casual, shift, sessional, hourly and if, as and when employees.*

TABLE 3

Comparative Employment For All Employees

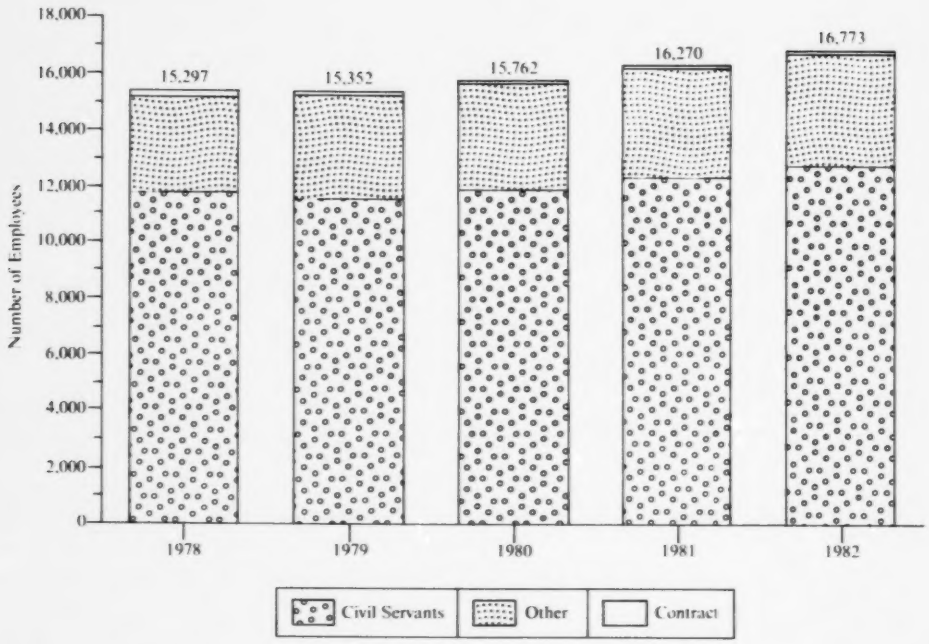
Department	Dec 1979	Dec 1980	Dec 1981	Dec 1982	Notes
Agriculture	639	756	671	608	1
Attorney-General	824	869	887	924	2
Civil Service Commission	61	64	62	69	3
Community Services & Corrections					
(non-institutional)	2127	1409	1449	934	4
Retardation Services	719	731	754	756	
Correctional Institutions	906	881	884	901	
Consumer & Corporate Affairs	207	396	328	152	5
Co-operative Development	21	28	35	30	
Crown Investments	—	—	—	3	6
Cultural Affairs & Historical Resources	128	114	139	166	7
Education					
(non-institutional)	720	670	983	1015	8
Community Colleges	982	991	1028	1008	
Economic Development & Tourism	156	212	210	205	
Energy & Mines	—	147	162	169	
Executive Council	26	25	29	61	9
Finance	301	301	309	343	10
Fitness, Recreation & Sport	77	63	60	69	5
Government Services	1031	1038	1143	1212	11
Health					
(non-institutional)	—	903	956	1557	4
Mental Health Care	1125	1179	1171	1175	
Highways & Transportation	2473	2424	2447	2481	
Housing	—	—	—	4	12
Labour & Manpower	425	465	466	429	13
Legislation	90	104	98	117	14
Manitoba Housing & Renewal Corporation	161	139	145	189	15
Mines, Natural Resources & Environment	1762	—	—	—	
Municipal Affairs	272	279	272	288	16
Natural Resources	—	1419	1450	1484	
Northern Affairs, Environment & Workplace Safety & Health	119	153	129	408	5 & 13
Urban Affairs	—	2	3	16	17
	15352	15762	16270	16773	

Notes:

1. The decrease in the Department of Agriculture is due to a cut back in casual employment for the Home Economics per diem program.
2. The increase in the Department of Attorney-General is due to additional staff for the Law Courts, Legal Aid and Public Trustee Division.
3. Last year at this time the Department had 4 vacant positions whereas at this point in time no vacancies exist within the Department. As well, one additional position was transferred to the Development and Training Branch previously on secondment from another Department and two additional positions were approved during estimates.
4. The decrease in the Department of Community Services and Corrections is due to the transfer of staff years to the Department of Health.
5. The decrease in the Department of Consumer and Corporate Affairs is due to the transfer of the Environmental Management Branch to the Department of Northern Affairs, Environment and Workplace Safety and Health and the transfer of the Manitoba Lotteries to the Department of Fitness, Recreation and Sport.
6. The new Department of Crown Investments was established in March 1982.
7. The increase in the Department of Cultural Affairs and Historical Resources is due to additional staff for the Cultural and Heritage Programs and the Translation Services Branch.
8. The increase in the Department of Education is due to additional staff in the Program Development and Support Services Branch, the Bureau de l'Education française and the Post Secondary Career Development Branch.
9. The increase in Executive Council is due to the transfer of Information Services from the Department of Consumer and Corporate Affairs and the transfer of Advertising Audit Branch from the Department of Government Services.
10. The increase in the Department of Finance is due primarily to additional staff required for the Corporation Capital Tax Branch to administer the new payroll tax levy for Health and Post-Secondary Education.
11. The increase in the Department of Government Services is due to the provision of regular staff for Janitorial and Security Services previously contracted out.
12. The new Department of Housing was established in August 1982.
13. The decrease in Department of Labour is due to the transfer of Workplace Safety and Health to the Department of Northern Affairs, Environment and Workplace Safety and Health.
14. The increase in Legislation reflects temporary staff due to the timing of the Legislative Session.
15. The increase in Manitoba Housing and Renewal Corporation is due to additional staff years approved for the administration of the Manitoba Interest Rate Relief Program, the Pensioner Tenants School Tax Assistance Program and the Expanded Critical Home Repair Program.
16. The increase in the Department of Municipal Affairs is due to additional staff in the Municipal Assessment Branch.
17. The increase in the Department of Urban Affairs is due to reorganization which resulted in several positions being transferred from the Department of Municipal Affairs.

CHART 4

Comparative Employment



Appendix 3

Employee Assistance Program

Statistics for 1978 to 1981 have been included for comparison purposes.

A. Total Referrals:

	1978	1979	1980	1981	1982
	124	165	249	237	237
Males					145
Females					92

B. Status At Year End:

Working	75	141	147	148	99
Resigned	5	10	25	20	12
Terminated	11	7	18	6	12
Medical Retirement	3	4	2	3	7
Deceased	1	3	1	1	2
Current Cases	29	76	56	57	105

C. Types of Health Problems Referred:

	1978	1979	1980
Alcoholism	48(39%)	49(30%)	87(35%)
Emotional & Mental Health	41(33%)	47(28%)	57(23%)
Stroke, Heart, etc.	26(21%)	36(22%)	63(25%)
Other, eg: Family, Legal, etc.	9(7%)	33(20%)	42(17%)

	1981	1982
Addiction (Alcoholism and/or drugs)	75(32%)	68(29%)
Emotional and Mental Health	52(22%)	43(18%)
Medical	57(24%)	57(24%)
Social/Familial	32(14%)	28(12%)
Employment Related	21(8%)	41(17%)

D. Supervisor Training Program

	1978	1979	1980	1981	1982
Seminars	27	22	27	13	7
Participants	729	399	364	193	101

E. Consultation:

	1982
(Union – meeting – Employee Assistance Program consultation sessions) –	54

F. Health Prevention:

		1982
Operation Kick It	(participants)	62
Time To Quit	(participants)	1200

CHART 5

Employee Assistance Program

Total Referrals

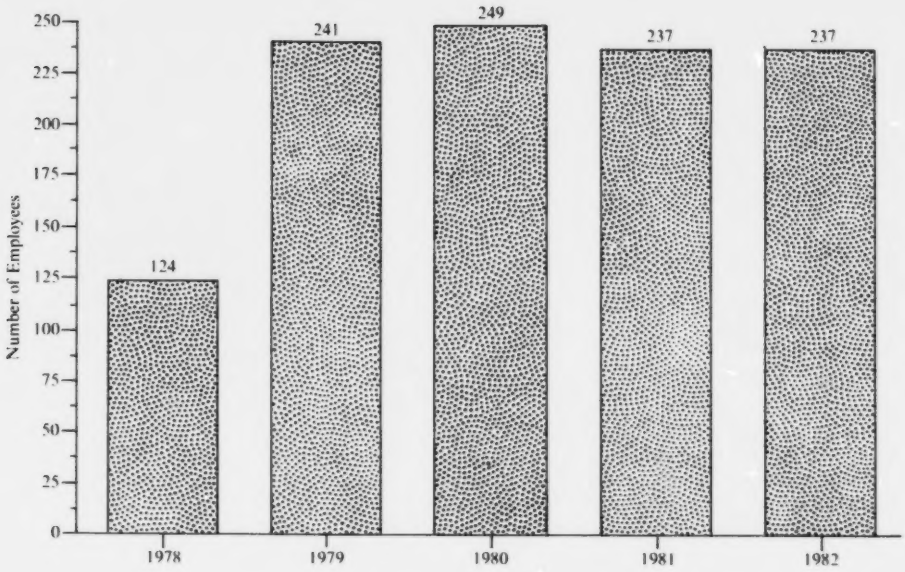
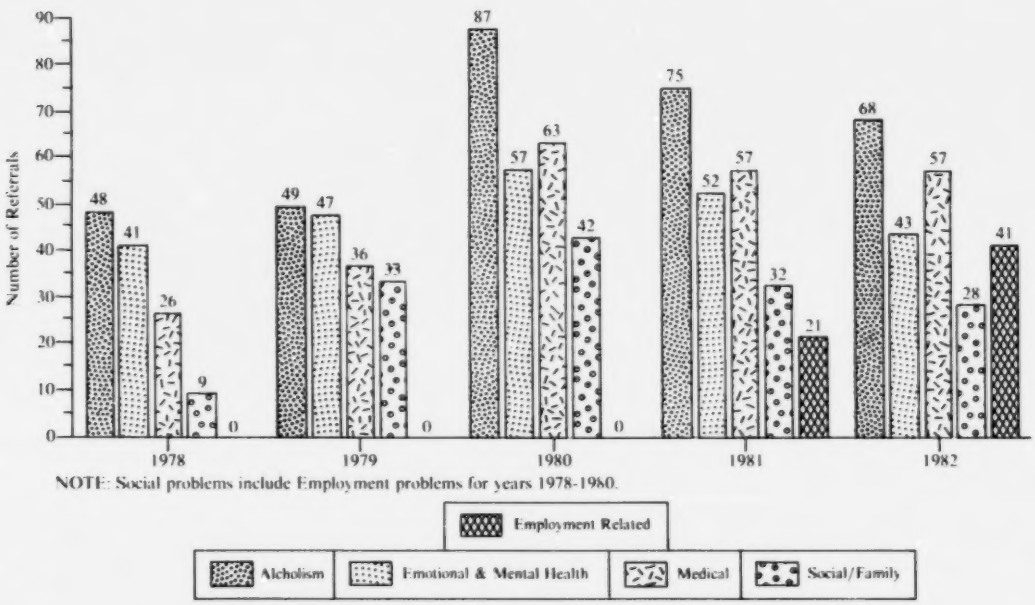


CHART 6

Employee Assistance Program

Types of Health Problems Referred



Appendix 4

TABLE 1

Development and Training Courses 1982

Course	Attendance
General Management Programs:	
Action Planning and Control	16
Essentials of Management — Communications	100
Managerial Styles and Situation Analysis	30
Objective Setting Workshop	129
Human Resource Management:	
Analyzing Performance Problems	34
Coaching and Counselling	13
Conducting The Performance Analysis Interview	45
Employee Relations — Management Under A Collective Agreement	32
Establishing Performance Objectives & Expectations	13
Job Analysis and Evaluation Workshop	12
Observing and Documenting Performance	22
Orientation Methods Workshop	181
Performance Standards and Appraisal Program	147
Recruitment and Selection Workshop for Managers	80
Setting Performance Standards	11
Supervisory and Support Staff Development:	
The Supervisory Skills Course	107
Face-To-Face Human Relations and Communications	26
Organizational Role of Supervisors	16
Excel — Management For Office Employees	127
So You Want To Get Ahead	73
Women In Management	28
Training For Trainers:	
Instructor Trainer Workshop	54
Instructional Design Workshop	8
Communications Programs:	
Basic Media	22
Overhead Transparency Workshop	22
Dealing With The Public	260
Slide Presentation Workshop	8
Report Writing	30
Technical Writing	54
Strategies For Effective Listening	36
Presentations Workshop	20
Written Communications Workshop	85
Learning Process Programs:	
Interpersonal Process Recall	12
Learning to Learn	47

General Skill Development Program:

Conducting More Effective Meetings	67
Consulting Skills Workshop	9
Creative and Rational Problem Solving	46
Interviewing Skills	15
Negotiating Skills	71
Records Management	79
Time Management	60

Special Programs:

Assertiveness Training	238
Canvasser Briefing Session — All Charities Campaign	127
Feasibility Study Seminar	39
Leadership and Organizational Development	39
Life/Work Planning	14
On Being Interviewed	22
Operation Kick-It	114
Pre-Retirement Planning	511
Resume Writing	29
Stress Management	116
Team Building	11
Case Writing Workshop	16
Total Attendance	3,522

TABLE 2

Development and Training Branch

Summer Workshop Series 1982

Courses	Attendance
Women's Issues in Government:	
Preparing For The Management Role	32
So You Want To Get Ahead	38
Working Mothers	38
Communications and Media Skills:	
Introduction to Technical Writing in Government	11
Overhead Transparency Workshop	68
Written Communication Workshop	17
Research and Statistics Skills:	
Introduction To Basic Computer Programming	45
Advanced Basic Computer Programming	28
Introduction To Micro-Computers	69
Word Processing For Secretarial/Clerical	92
Word Processing For Managers	17
Health Awareness and Occupational Safety:	
Basic Fitness	37
Cancer Alert Seminar	26
Emergency First Aid Course	76
Identifying and Reducing Job Stress and Anxiety	10
Your Food: Chance or Choice	28
Human Rights and Legal Issues:	
Consumer Protection In Manitoba	17
Contract Law	15
Crime Prevention	28
How To Plan A Will	38
Human Rights and Legal Issues	25
Landlord and Tenant Act	57
Consumer's Issues and Awareness:	
How To Save Energy Costs	18
Taking The Guesswork Out of Buying A Home	58
Other Programs:	
Assertiveness Training	18
Burnout	24
Employment Considerations At Age 65	11
Eye Donors: The Gift of Sight	12
Investing In The 80's	60
On Being Interviewed	16
Resumé Writing	15
Superannuation Seminar	102
Supervisory Skills	22
Total	1,168